

DD/S 72-4349

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, Support Services Staff
Commanding Officer, [REDACTED]

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SUBJECT : Planning Guidance for FY 1975

REFERENCE : TS 141229 dtd 12 Jul 72 to Above Adses fr A-DD/S;
subject: Preparation of Planning Guidance, FY
1975-1979; and your responses thereto

1. The original intention in preparing this year's Planning Guidance was to incorporate guidance from the Director with the planning perspectives prepared in each Directorate. The Executive Director-Comptroller has now decided that DCI guidance will be in the form of objectives to be issued with the Program Call about 1 December. Preliminary "Director's objectives" were discussed in Executive Session of the DD/S Staff Meeting on 14 November. In commenting on the original draft, we suggested a single "Director's objective" for the Support Directorate: "Provide the level of support service necessary to enhance the achievement in FY 1975 of overall Agency objectives with the optimum of manpower, funds, facilities and equipment." We suggested further that consideration be given to having the Director establish an overall Agency objective: "to find out exactly what and where the Agency is as it is perceived by its employees in terms of its operational competence as well as its managerial effectiveness, and then to set objectives in succeeding years directed at specific corrective actions as required."

2. We have had no formal reaction to our suggestions, but we hear informally that the Executive Director is being persuaded to set objectives in somewhat more specific terms and in a way which will permit measurement

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(Date and Initials)

of progress toward achieving them. We don't know yet what these might be; only that they will relate to items of particular interest to the Director such as language training, the cable dissemination system and the data management centers. The intent is that we will have an opportunity to review them before they are issued in final form to ensure that we consider them to be reasonable and realistically achievable within whatever time frame may be specified.

The target is to issue the Program Call, which will include the statement of the Director's objectives, about 1 December. Accomplishing the Director's objectives will be the primary responsibility of all subordinate units, although clearly they will not be inclusive of all on-going activities which must still be performed. They will be selected items identified as being of primary importance to the Director for achievement during FY 1975.

3. Each subordinate level will be expected to refine the Director's objectives into specific programs and actions which will contribute to their achievement, and to develop additional objectives of importance to the management at each level for achievement during the program year. Deputy Directors will be required to submit their objectives by 15 January 1973 for the Director's review and approval by 1 February 1973. The Deputy Director for Support will be expected to review and approve the objectives set by Office Directors, and they in turn will be expected to review and approve objectives set by their subordinate division and staff chiefs. These reviews and approvals will have to occur in time for the objectives to be included, together with the resource allocations considered necessary to achieve them, in the programs to be submitted to OPPB by 30 April 1973.

4. While we cannot begin to set objectives toward the achievement of the Director's objectives without knowing what they will be, we can and should begin to think about additional objectives to be set at the Directorate and Office levels in order to allow ample time for discussion and refinement. I believe it would be to our advantage if we could get our objectives defined in time to permit some preliminary discussion with the Executive Director and Director and to revise them appropriately before they have to be submitted to meet the 15 January deadline. Toward this end, I attach a first cut at some broad DDS objectives for review, discussion and refinement. Please keep in mind that this is not intended to be an exhaustive or all-inclusive list. There probably will and should be others pointed at specific activities within each of your offices. I ask that you review this draft list and be prepared to discuss it

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during the Executive Session of our next regular Tuesday Staff Meeting. You will find that not all of the objectives in this list meet all of the criteria distributed earlier that a working statement of program objectives should meet. Part of the purpose of our review should be to refine them in such a way that they will satisfy those basic criteria.

5. You will recall that we made an effort a few weeks ago to identify activities which lend themselves to productivity measurement and analysis. We have had no feedback or guidance relating to our submission, but I would expect all of this to be pulled together in the Program Call instructions. Objectives for productivity increases in selected areas would seem to be more appropriately stated within the subordinate units of your offices in implementation of broader objectives at higher echelons, even though some of them may be singled out as being of more than local interest.

6. In submitting our comments on the Planning Guidance paper circulated last August, we requested guidance and policy decisions in several areas. We have received the following response to that request:

"a. With the growing pressure for additional resource cuts, it is apparent that both OP and OTR will have to be in close touch with manpower planning and, indeed, OP will play a more prominent role.

"b. Current thinking in DDP is that no large paramilitary capability will be required; OL undoubtedly is aware of this.

"c. Support requirements for NOC depend upon the plans being formulated in the CS and can be firmed up bilaterally.

"d. The overseas posture of the CS is a critical planning problem under consideration in the CS. While DCI guidance may be needed, I do not think it will be transmitted through the PPB channel.

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"e. The DDI has not come down hard on a date when an NPIC building replacement is needed. (I assume 1982 is not firm.)"

While we may hope for some additional guidance and insights to evolve during the process of getting objectives defined and approved, particularly if our recommendations that there be periodic consultation among planning officers and that the objectives of all directorates be made available to us are accepted, I am not optimistic that there will be any significant improvement over past practice unless we take specific initiatives ourselves.

7. This memorandum is intended to start some preliminary thinking and discussion about our program submissions for FY 1975. Additional information, no doubt, will become available as we go along.

SIGNED

John W. Coffey
Deputy Director
for Support

Att:

DD/S Objectives for the Support Directorate



DD/S Objectives for the Support Directorate

1. Review during the first six months of FY 1975 the existing domestic and foreign support structure and project what our posture should and probably will be during the latter half of the '70's and the first half of the '80's, taking into account such things as:
 - a. advancing technology and its potential impact on the movement, processing, storage and retrieval of data; ✓
 - b. the continual constricting of overseas presence; the impact it will have on the availability of official cover and the need to expand non-official cover; and the probable resultant requirement to furnish support from headquarters;
 - c. changing attitudes, domestic and foreign, toward US involvement overseas -- neo-isolationism and nationalism, etc;
 - d. the availability of adequate professional applicant input with the right qualifications, attitudes and suitability characteristics; ✓
 - e. the impact of domestic problems such as the environmental crisis, demographic pressures and diminishing natural resources on requirements for support to operational activities.
2. Develop during the latter half of FY 1975 specific objectives and goals with definite action plans for their achievement in response to conclusions and recommendations reached in the fulfillment of the first objective above.
3. ~~In consideration of the first two objectives;~~ examine the Support Generalist career service, forecast the requirements for the future, assess the qualifications of the current membership, identify sources for future input, and establish suitable education, training and re-training programs.
4. Survey the employee population of the Support Directorate to determine what the perceptions are of directorate and component performance, leadership and management; determine what corrective actions are required; and develop specific plans for the systematic management of needed change.

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5. Review during FY 1975, and each year thereafter, 20% of the activities of each component in the Directorate to determine whether the reasons and justification of their original establishment continue to exist; evaluate their performance in terms of current requirements; assess their capability to satisfy known and projected requirements for the future; justify the need for their continued existence at current and projected levels; and identify, plan and begin implementation of needed changes (from zero base).
6. Develop a working program performance evaluation system for the continuing evaluation of on-going programs to see if program objectives are being met; to permit identification of marginal programs and activities which may be candidates for reduction or elimination; to examine alternative approaches to enable valued programs and activities to continue; to assist program managers in monitoring their activities; and to ensure that we are in a continuing position to respond logically and rationally to external requirements to reduce funds and personnel as they are levied.
7. Establish an assessment program for the identification of the potential managers of the future.
8. Develop and install an Executive Development program for future managers.

Criteria that a working statement of a program objective must meet to be considered a valid objective:

1. The objective must be important enough to warrant the manager's time and it must be responsive to his needs.
2. The objective should describe the end results desired for the resources to be utilized (i. e., the final output or impact to be made).
3. The objective should be clearly phrased and understood by all (i. e., those carrying out the plans to achieve the objective, the Office Head, the DD/S, O/PFB, the Executive Director-Comptroller, the Director and the OMB examiner).
4. The objective should require increased effort on the part of the Office -- the Office manager should have to reach or stretch to accomplish an "objective" with the resources at his disposal. Objectives involve more than maintaining a status quo operation.
5. The objective must be realistic. It must be susceptible to accomplishment with available resources within the time frame specified. Vague statements representing hopes, pious platitudes and visionary promises should be avoided.
6. The objective must be stated in terms that ensure manager accountability; i. e., the objective must be stated in a way that allows measurement of output results and evaluation as to program effectiveness.

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